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Leadership Style, Personality Type, and Implications for Hospital Management Practice: A Literature Review

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ABSTRACT

Dynamic changes in the hospital environment demand adaptive, effective, and precise leadership styles, which are influenced by personality types. However, the impact of personality traits on leadership style in healthcare remains underexplored. This literature review aims to synthesize evidence on the relationship between personality types and leadership styles, and how these factors can be applied in hospital management. Personality types are identified using the Big Five, which explores 5 dimensions: Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. Each dimension is examined in relation to various leadership styles, including transformational, transactional, laissez-faire, servant, autocratic, democratic, coaching, visionary, ethical, authentic, and situational. The synthesis aims to provide insights that can assist in selecting and developing the appropriate leader in a hospital setting. A literature review was conducted based on a systematic search of major databases (Google Scholar, ScienceDirect, and ProQuest) covering studies within the last 10-15 years. The inclusion criteria focused on empirical studies examining personality types and leadership styles for their impact in hospitals. A total of 32 studies were identified. The results indicate that high scores in Extraversion, Openness, and Low Neuroticism (emotionally stable) are closely associated with transformational, visionary, and authentic leadership, which are the most desirable and likely to bring positive outcomes in hospitals. In contrast, leaders high in agreeableness, associated with laissez-faire, and low in agreeableness & low openness, are often linked to autocratic leadership styles. These two leadership styles result in poor organizational development and reduced service effectiveness. These findings underscore the importance of incorporating personality assessment in selecting hospital leaders to enhance team performance, service quality, and overall organizational outcomes.

1. Introduction

Leadership is the most crucial factor in an organization. All organizations, including hospitals, whether successful or failing, highlight leadership as one of the most critical aspects. The changing dynamics of healthcare services demand adaptive and responsive leadership styles to meet clinical, patient, business, and administrative needs. Leadership style is defined as the behavioral characteristics and approaches of leaders in coordinating, motivating, and expressing commands to their staff (Sfantou et al., 2017). Various leadership styles have been identified in the literature, each with distinct characteristics and implications for organizational performance, for instance, transformational, transactional, laissez-faire, servant, autocratic, democratic, coaching, visionary, bureaucratic, ethical, authentic, and situational (Bwalya, 2023).

Leadership style is not only essential for maintaining clinical excellence but also for ensuring team cohesion and resilience in the face of constant change. Evidence shows that effective leadership style creates a positive and lasting impact on the healthcare system, whereas poor leadership can diminish worker performance and the quality of healthcare services (Restivo et al., 2022). Effective hospital leadership is associated with various success indicators, such as the quality of service (Sfantou et al., 2017), nurse satisfaction (Specchia et al., 2021; Archana et al., 2023), staff loyalty (Kitriawaty et al., 2017), safety procedure (Buttigieg et al., 2023), and ethical development (Denier et al., 2019). However, the

effectiveness of leadership styles may be influenced by underlying personality traits that shape leaders' behaviors, interactions, and decision-making processes. (Ensari et al, 2020;)

Personality is, therefore, an essential factor in understanding leadership style, as each leader possesses distinct personality traits that shape their unique approach to leading others. For instance, a study on novice leaders found that intellectual humility and expressed humility are strongly correlated with servant leadership (Krumrei-Mancuso & Rowatt, 2021) (W. Kang et al., 2023) . Similarly, another study reported that traits such as conscientiousness, grit, willingness to cooperate, and hope are closely associated with transformational leadership (Sun, Chen, & Zhang, 2017). Numerous studies have emphasized that personality configuration serves as a strong predictor of leadership effectiveness (Ensari et al., 2020). Among the various personality frameworks, the Big Five Personality Model has been widely utilized to predict leadership styles, providing a practical and evidence-based tool for identifying and developing leadership approaches that support effective organizational management (Ondracek & Nguyen, 2017; Buttigieg et al., 2023; Özbağ, 2016). Grounded in lexical theory, this model conceptualizes personality through language-based descriptors, making it a realistic and accurate framework for understanding individual differences in leadership behavior. (Salgado & Táuriz, 2014).

Broader implementation of personality profiling would enable hospitals, which face complex organizational challenges, to select competent leaders and resolve conflicts more effectively and efficiently (Simon, 2020). Despite its importance, personality profiling in healthcare settings remains underutilized (Louwen et al., 2023), especially in Indonesia. While the relationships between Big Five Personality and leadership style have been extensively studied in business and management, research remains fragmented and underexplored in hospital settings. Furthermore, to date, no review has comprehensively mapped how personality traits correlate with leadership styles in hospitals. The lack of synthesis of findings has made it difficult to establish consistent evidence that could guide leadership development in healthcare. Additional gaps with the leadership style assessment are the nature of the questionnaire. The questionnaire usually lists desirable traits in every person, so self-assessment results usually produce biased results (Ensari et al, 2020). Personality assessment, on the other hand, tries to assess subconscious traits of humans, so the test is usually less biased because there is almost no conflict of interest.

Therefore, this literature review aims address this gap by synthesizing empirical evidence on the relationship between personality traits and leadership styles in hospital. Specifically, the review maps how personality, as assessed by the Big Five model, influences the adoption of various leadership styles. Additionally, this review evaluates the impact of specific personality types and leadership on hospital organizations. By doing so, the study provides both theoretical insights and practical guidance for hospital boards, human resource managers, and policymakers in selecting and developing leaders who can enhance team performance, service delivery, and long-term organizational development. Furthermore, in hospital practicality, this literature review can inform hospital leaders, board, and human resources to select suitable individuals to lead the organization at every hierarchy level.

2. Theory

2.1. Personality Type

Personality is a psychological construct that reflects a relatively consistent and stable pattern of thoughts, feelings, and behaviors in individuals. Personality type instruments can be the basis for mapping individual behavior within organizations (Louwen et al., 2023). In general, personality is also defined as an internal structure that explains individual differences in motivation, emotions, and behavior (Nesnidol & Highhouse, 2020). This view assumes that although behavior can change according to situational contexts, there are relatively consistent patterns derived from basic traits. Therefore, personality studies are one of the main approaches in organizations to predict performance, job satisfaction, organizational commitment, and leadership effectiveness (Alexandros & Galanakis, 2023; Kang et al., 2023; Louwen et al., 2023).

As psychology developed, various personality measurement tools were developed, such as MBTI (Myers-Briggs Type Indicator), DISC (Dominance, Influence, Steadiness, Conscientiousness), 16PF (Cattell's Sixteen Personality Factor), to factor-based models such as the Big Five and HEXACO.

a. The MBTI
   The MBTI is a popular instrument based on Jung's theory, dividing individuals into 16 types based on four dichotomies (E–I, S–N, T–F, J–P). However, various studies have shown its limitations, mainly because its validity and reliability are relatively low, and it does not include the essential neuroticism dimension in explaining the behavior (Furnham, 2022; Furnham & Crump, 2014).
b. DISC
   DISC is widely used in organizational training, measuring four behavioral styles (Dominance, Influence, Steadiness, Conscientiousness). However these instruments tend to be simpler, making them more suitable for practical training than academic research. The lack of validity, reliability, and the sparseness of systematic reviews for this instrument make many weaknesses in being a research instrument. (Davidshofer & Murphy, 2005).
c. 16PF
   Developed by Raymond Cattell in the 1940s, 16PF offers 16 personality dimensions which is the first personality theory to use a lexical

hypothesis approach. Although it is rich in dimensions, its use is becoming less and less frequent due to the complexity of interpretation. This instrument also has many issues such as complexity and dimensions that are stacked with each other. Issues of validity and reliability were also found, such as unstable dimensions of apprehension or thought-mindedness between samples (Boyle et al., 2008)

d. The Big Five (FFM, Five Factor Model Or OCEAN)
This model uses a lexical hypothesis, which is the idea of an encoded personality linked to human natural language. This model was first formed by Goldberg, McCrae, and Costa and then developed by many other psychological figures (Hough et al., 2015). This model is most widely used in academic research in the world of work, including hospitals. The Big Five Personality Type has five dimensions, namely Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. These 5 dimensions are able to predict many indicators such as performance effectiveness, life satisfaction, and emotional stability (Salgado & Táuriz, 2014).

e. HEXACO
HEXACO was developed by Ashton and Lee (2007) using broader lexical theory as a development of the Big Five by adding the Honesty–Humility dimension. This development is considered important because the Big Five were developed with lexical theory using words from English only, while HEXACO was developed using multiple languages which makes this theory more multicultural (Hough et al., 2015). HEXACO has been shown to be important in explaining ethical behavior, integrity, and dark personality tendencies (Zettler et al., 2020). Similar to the Big Five, HEXACO has consistent validity and reliability in many studies (Zettler et al., 2020)

2.2. The Big Five

The Big Five first developed in the 1980s through lexical analysis or analyzing thousands of adjectives describing human nature. McCrae and Costa (1997) formalized the five main dimensions grouped from the thousands of words that came to be known as OCEAN. This model is seen as a basic representation of the universal human personality and can be found in a variety of cultures and languages internationally. (Salgado and Táuriz, 2014; Ozaner and Sur, 2025).

This model departs from a lexical approach, which is the belief that important human traits are recorded in everyday language. The Big Five proved to be stable and replicated across multiple cultures. Research by McCrae & Costa (1997) confirms that the Big Five can be implemented universally. The Big Five have strong predictive validity on performance effectiveness, leadership predictiveness, job satisfaction, and mental health (Louwen et al., 2023; Pilch, 2023).

The Big Five Personality Model outlines five major dimensions that describe human personality. Openness to Experience reflects an individual's curiosity, imagination, and preference for novelty and intellectual stimulation, while those low in this trait tend to favor routine and familiarity. Conscientiousness characterizes people who are organized, disciplined, and reliable, emphasizing responsibility and goal-oriented behavior. Extraversion describes the extent to which individuals are energetic, sociable, and assertive, with introverted individuals being more reserved and introspective. Agreeableness encompasses traits such as kindness, cooperation, and empathy, reflecting how individuals interact harmoniously with others. Finally, Neuroticism, sometimes referred to as emotional instability, represents a tendency toward anxiety, moodiness, and stress sensitivity, in contrast to emotional stability, which indicates calmness and resilience (Kang, Guzman, 2023)

The Big Five has a greater number of studies than HEXACO or other personality tests. Many studies use the Big Five because of its comprehensive and accurate description of human traits. Thus, this method is more favorable for broader literature review (Ozaner and Sur, 2025). The Big Five also evidently studied broadly it linked with leadership style (Ensari et al, 2020).

2.3. Leadership style

Leadership style basically refers to the consistent behavior patterns that leaders use when interacting with subordinates, influencing behavior, and directing them to achieve organizational goals. Robbins & Judge (2013) explained that leadership style is a combination of task behavior (task orientation) and relationship behavior (relationship orientation) applied by leaders in certain contexts.

Hakim et al. (2021) added that leadership is not single pattern that applies universally, but must be adjusted to organizational conditions and the level of maturity in competencies as well as motivation of subordinates. Therefore, leadership style can be understood as a set of normative behaviors that leaders choose to influence, motivate, and empower employees to work productively and achieve shared goals.

Some modern management literature says that leadership style is seen as a key determinant of organizational success (Pino-Marchito et al., 2025). Ghazzawi et al. (2017) emphasized that leadership style has a direct role in employee productivity and motivation. Their research in Lebanese hospitals showed a positive link between adaptive leadership and improved staff performance.

The body of literature on leadership is extensive, with a wide range of leadership styles identified and explored over time. The predominant styles include:

a. Transformational Leadership
Transformational leaders focus on inspiring and motivating followers to go beyond their own self-interests for the good of the group or organization. They tend to set a compelling vision, encourage innovation, show individualized consideration, and foster intellectual stimulation. (Hassan et al., 2016, Lin, 2023)

b. Transactional Leadership
This style seeks to maintain structure, ensure performance, and provide goal-oriented supervision. Reward and penalties are used to encourage follower compliance. Additionally, the leaders tens to set clear expectations, offer incentives for achieving goal; monitor performance closely, address issues proactively, and take corrective action only after major problems occur (Hassan et al., 2016, Tep & Roslin, 2025).
c. Laissez-Faire Leadership
Often viewed as a passive or hands-off style, where leaders provide little direction. This leadership style takes a hands-off approach, allowing employees significant autonomy and responsibility in decision-making. However, an effective laissez-faire leader continues to oversee progress and remains accountable for overall outcomes. (Hassan et al., 2016; Bwalya, 2023).
d. Servant Leadership
Servant leadership emphasizes moral integrity and prioritizing the needs of others over self-interest. By fostering trust, loyalty, and commitment through humility, ethical behavior, active listening, and participative decision-making, servant leaders empower followers to reach their full potential—ultimately advancing both individual and organizational goals. (Canavesi & Minelli, 2022).
e. Autocratic Leadership
Autocratic leadership creates a clear and rigid hierarchical structure in terms of roles and responsibilities. It can be effective in crisis or emergency situations where rapid, top-down decision-making is required. However, in routine contexts, it may reduce staff initiative and job satisfaction since subordinates have limited autonomy in contributing to decisions. (Hassan et al., 2016; Bwalya, 2023).
f. Democratic Leadership
This leadership style increases employee engagement by involving all team members in decision-making, which enhances commitment toward organizational goals. By giving staff a voice in the process, leaders can generate more creative solutions and strengthen trust within the team. This participatory approach also fosters accountability and ownership, as employees feel their perspectives directly influence organizational outcomes. (Hassan et al., 2016; Bwalya, 2023).
g. Coaching Leadership
This leadership style is closely linked to professional development and individual staff growth. Leaders act as mentors who provide regular feedback, encourage self-reflection, and support continuous learning. Over time, this approach improves both staff competence and retention by creating an environment that values skill-building and career progression. (Hassan et al., 2016).
h. Visionary Leadership
Visionary leadership has a long-term vision and translates it into daily activities, inspiring staff to follow the leader's vision. Such leaders articulate a clear and compelling future that connects everyday tasks with strategic goals. By maintaining focus on this shared vision, they motivate teams to adapt to change and innovate while preserving unity of direction. (Hassan et al., 2016; Bwalya, 2023).
i. Authentic Leadership
Authentic leadership improves individual and team outcomes such as work engagement and subordinates' satisfaction toward their leader. These leaders display consistency between their values and actions, fostering trust and openness. Authenticity also promotes psychological safety, allowing staff to voice concerns or report errors without fear of blame. (Hassan et al., 2016; Shahzad et al., 2020).
j. Ethical Leadership
This leadership style has many effects on enhancing trust and psychological safety regarding patient safety. Ethical leaders emphasize fairness, transparency, and moral integrity in their decisions. By setting a strong ethical example, they cultivate a culture of accountability, respect, and reduced misconduct. (Hassan et al., 2016; Özbağ, 2016).
k. Situational Leadership
Situational leadership emphasizes flexibility, requiring leaders to adapt their behavior based on individual and contextual needs by balancing task direction with relational support. This adaptable approach enhances learning, satisfaction, competency, and productivity among followers. (Hassan et al., 2016; Walls, 2019).

Some leadership styles are less frequently represented in recent empirical literature. These include autocratic, democratic, coaching, visionary, and ethical leadership. This leadership style are less studied the effect on hospital and other organizations

3. Research Method

This literature review assesses journal articles to determine the correlation between the Big Five (OCEAN) personality traits and leadership style, and explores how these variables affect hospital organizational outcomes. The journal articles search used the keywords "Big Five" AND "Leadership Styles" AND "Hospital." This keyword was then applied to several databases such as Google Scholar, ScienceDirect, and ProQuest.

The selection process followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. Articles were identified through database searches, snowballing techniques, and other relevant sources, including grey literature,

followed by the removal of duplicates. After the initial screening of titles and abstracts, the full texts of potentially relevant articles were assessed based on predefined inclusion and exclusion criteria.

The inclusion criteria were as follows: (1) the article was written in either English or Bahasa Indonesia;(2) the article use many source of country in every continent; (3) it was published between 2010 and 2025; (4) the title and abstract were relevant to the topic of organizational management; and (5) it constituted original quantitative or qualitative research, or a literature review

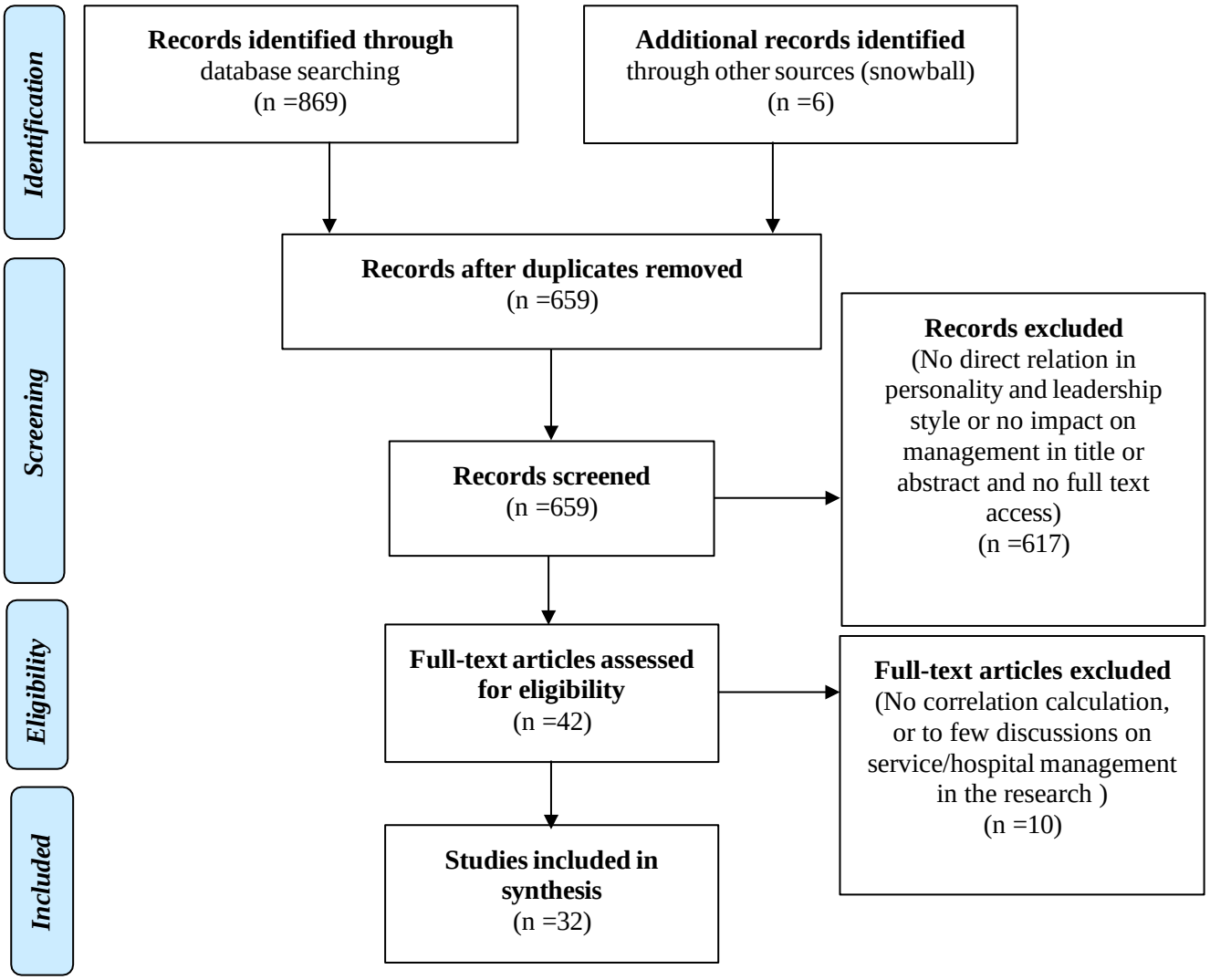


Figure 1. PRISM Flow Chart

Articles were excluded if the full text was unavailable or if the discussion did not address the relationship between personality type and leadership.

Zotero reference manager was used to organize and manage all articles. Data from the selected studies were extracted using Microsoft Excel. Two categories of data were extracted. First, general information from each article, including author, year of publication, title, participants/sample, methods, and study design. Second, key findings were extracted, focusing on the reported impacts of specific leadership styles and the influence of Big Five personality facets. Details of the article selection and screening process are included in the PRISM diagram below (Figure 1)

4. Results

A total of 32 studies were included in this synthesis. In detail, there were 22 quantitative studies, 4 qualitative, and 6 reviews included. the characteristics of the included studies, showing that most employed quantitative methods (68%), were published between 2021–2025 (42%), and predominantly originated from Europe (35%), followed by Southeast Asia, North America, and Asia (each 16%).The characteristics of the articles can be seen in the Table 1

Table 1. Characteristic of the articles

Characteristic		**N (%)**
Methodology	Quantitative	22 (68%): Ali et al., Benoliel & Somech, Bertsch et al., Chan et al., Deinert et al., Firdaus & Surbakti, Hassan et al., Hunter, Hutapea, Kang et al., Karlsen & Langvik, Krekeler, Lopez-Perry, Narulita & Meiyanto, Nai & Toros, Özbağ, Shahzad et al., Simic & Ristic, Sudjiwanati, Sumadi et al., Zopiatis & Constanti
	Qualitative	4 (13%): Alsaqqa, Bwalya, Buttigieg et al., Denier et al.
	Meta-analytic/Systematic Review	6 (19%):Angelini, Demeke et al, Hu et al, Louwen et al., Sfantou et al, Specchia et al.
Years of Publication	2010- 2015	8 (26%): Benoliel & Somech, Chan et al., Deinert et al., Hunter, Krekeler, Narulita & Meiyanto, Sudjiwanati, Zopiatis & Constanti
	2016- 2020	11 (32%): Alsaqqa, Bertsch et al., Denier et al., Firdaus & Surbakti, Hassan et al., Lopez-Perry, Nai & Toros, Özbağ, Sfantou et al, Shahzad et al., Simic & Ristic
	2021 -2025	13 (42%): Ali et al., Angelini, Avecillas et al., Bwalya, Buttigieg et al., Demeke et al, Hu et al, Hutapea, Kang et al., Karlsen & Langvik, Louwen et al.., Specchia et al., Sumadi et al.
Region of origin	Europe	12 (35%): Angelini, Benoliel & Somech, Buttigieg et al., Deinert et al., Denier et al., Karlsen & Langvik, Özbağ, Nai & Toros, Sfantou et al, Simic & Ristic., Specchia et al., Zopiatis & Constanti
	South East Asia	5 (16%): Chan et al., Firdaus & Surbakti, Hutapea, Narulita & Meiyanto, Sudjiwanati
	North America	5 (16%): Bertsch et al., Hunter, Kang et al., Krekeler, Lopez-Perry
	Asia	5 (16%): Alsaqqa, Hassan *et al*, Hu et al, Shahzad *et al*, Sumadi et al
	Africa	3 (10%): Ali et al, Bwalya, Demeke et al
	Oceania	1 (3%): Louwen et al
	South America	1 (3%): Avecillas et al.

4.1 The Big Five & Leadership Style and Organizational Outcomes

In total, 19 studies were included in the review to synthesize the relationship between personality and leadership style. Although the studies were not explicitly conducted in a hospital environment, personality and leadership style are traits that are cross-cultural and multi-professional (Specchia et al, 2021; Louwen et al, 2023). Most of the studies examined all five dimensions of the Big Five personality traits.

However, a study by Hunter (2016) focused on only two traits, specifically extraversion. Similarly, Karlsen and Langvik (2021) concentrated solely on the extraversion trait but explored it in greater depth by analyzing its subcomponents, including activity, assertiveness, excitement seeking, gregariousness, positive emotions, and warmth. See the following table 2 of recent studies on personality types and leadership styles.

Table 2. Recent studies on the correlation of personality types & leadership styles

AUTHOR, YEAR	**DESIGN**	**BIG FIVE PERSONALITY TRAIT**	**LEADERSHIP STYLE**	**SAMPLE**
Karlsen & Langvik, 2021	Quantitative	Extraversion and its facet Activity, Assertiveness, Excitement-seeking, Gregariousness, Positive emotions, Warmth.	Transformative, transactional	188 dyadic sample
Shahzad et al., 2020	Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	Authentic, ethical Leadership style	305 dyadic sample
Bertsch et al., 2017	Quantitative.	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	Autocratic, laissez-faire, Participative (democratic)	100 sample
Deinert et al., 2015	Empirical Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	Transformational and its 4 sub-dimensions	58 Studies
Özbağ, 2016	Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	Ethical Leadership	144 sample
Sumadi et al., 2022	Quantitative	Agreeableness, Openness, Extraversion,	Initiating (task-oriented), People-Oriented	341 sample

AUTHOR, YEAR	DESIGN	BIG FIVE PERSONALITY TRAIT	LEADERSHIP STYLE	SAMPLE
		Conscientiousness, Neuroticism		
Lopez-Perry, 2020	Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	transformational leadership	182 sample
Chan et al., 2015	Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	Transformational, charismatic (described as Proactive Personality)	396 sample
Zopiatis & Constanti, 2012	Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	Transformational, Laissez-faire	131 sample
Sudjiwanati, 2010	Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	Transformational	90 sample
Narulita & Meiyanto, 2014	Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	Transformational	117sample
Simic & Ristic, 2017	Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	Transformational, transactional, laissez-faire	160 sample
Krekeler, 2010	Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	Servant	33 sample/
Hutapea, 2022	Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	Servant	113 sample
Hunter et al., 2013	Quantitative	Extraversion, Agreeableness,	Servant	625 sample
Benoliel & Somech, 2014	Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	Participative (Democratic)	153 sample
Hassan et al, 2016	Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	LS 1: Autocratic, Transactional, etc LS 2: Democratic, Coaching, etc LS 3 : Transformational, Visionary, etc LS 4 : Servant, Authentic, etc LS 5 : Laissez faire	38 sample
Avecillas et al. (2024)	Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	Transformative, Transactional, Laissez faire	418 sample
Nai & Toros (2020)	Quantitative	Extraversion, Agreeableness, Conscientiousness, Openness to experience, Neuroticism	Autocratic	85 sample

Table 2 summarizes the studies' characteristics. Most used quantitative methods, emphasizing empirical, hypothesis-driven research on Big Five traits and leadership styles. They reliably measured Extraversion, Agreeableness, Conscientiousness, Openness, and Neuroticism with validated tools, ensuring consistency across the literature.

The reviewed studies on leadership constructs examined a wide range of styles, including transformational, transactional, servant, ethical, authentic, democratic (participative), autocratic, coaching, visionary, and laissez-faire leadership. Several studies explored multiple styles simultaneously, emphasizing the multifaceted nature of leadership behavior and its various links to personality traits. Transformational leadership was the most studied style, followed by servant, ethical, and democratic leadership, reflecting a scholarly focus on value-driven and relational leadership models.

The studies showed wide variation in sample size and research settings, from fewer than 50 to over 600 participants, including dyadic leader–follower designs and single-source surveys across diverse organizations and cultures. This diversity enhances the applicability of the findings and underscores the role of context in the personality–leadership relationships examined in the literature. Refer to figures 2 to 11 in the summary on the relationship between personality types, leadership styles, and organizational outcomes.

1. Transformational Leadership

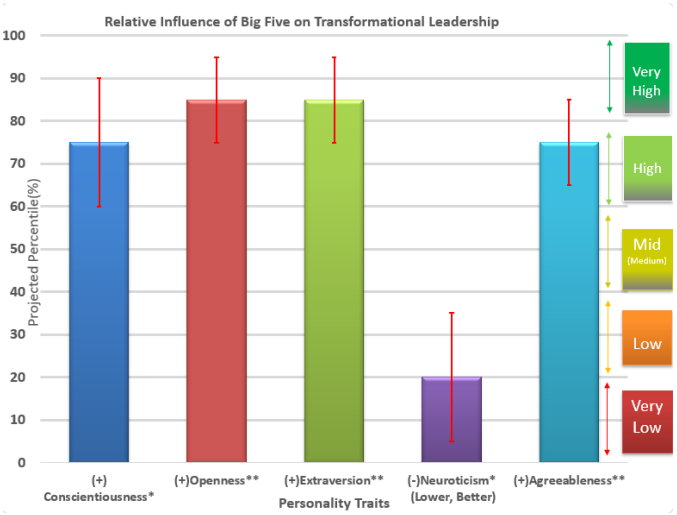


Figure 2. Big Five Traits and Transformational Leadership

Research consistently indicates that Openness and Extraversion have the strongest positive relationships with transformational leadership, both exhibiting high correlations (r ≈ .20**) (Deinert, 2015) and moderate-to-large effect sizes (f2 = 0.840 & f2 = 0.655) (Loppez-Perry, 2010). These traits often rank as the most influential, typically first or second across various studies (Karlsen & Langvik, 2021; Chan et al., 2015; Zopiatis & Constanti, 2012; Sudjiwanati, 2010; Simic & Ristic, 2017). Agreeableness and Conscientiousness have moderate to strong correlations (r ≈ .13** & r ≈ .16*) (Deinert et al., 2015), but their importance varies between studies, sometimes ranking fourth despite significant effect sizes (f2 = 0.978 & f2 = 0.411) (Simic & Ristic, 2017). Conversely, Neuroticism shows a weak to moderate negative link (r ≈ -.08*) (Deinert et al., 2015), suggesting that emotional instability may hinder transformational leadership behaviors. Overall, all traits consistently demonstrate significant importance, underscoring their relevance in predicting transformational leadership.

Transformational leadership promotes a positive organizational culture through innovation, collaboration, and growth (Bwalya, 2023). Many studies highlight its importance for hospital staff (Sfantou et al., 2017; Denier et al., 2019; Firdaus & Surbakti, 2020; Specchia et al., 2021; Archana et al., 2023; Buttigieg et al., 2023). It relies on core values like inspiration, community, and employee relationships, which can improve patient safety and satisfaction (Buttigieg et al., 2023). Effective leadership and adaptability boost job satisfaction in healthcare (Specchia et al., 2021; Sfantou et al., 2017).

However, this leadership style can cause negative effects like excessive dependence on the leader and high expectations, leading to staff stress and fatigue. It can also complicate succession planning, affecting the organization during leadership changes (Bwalya 2023).).

2. Transactional

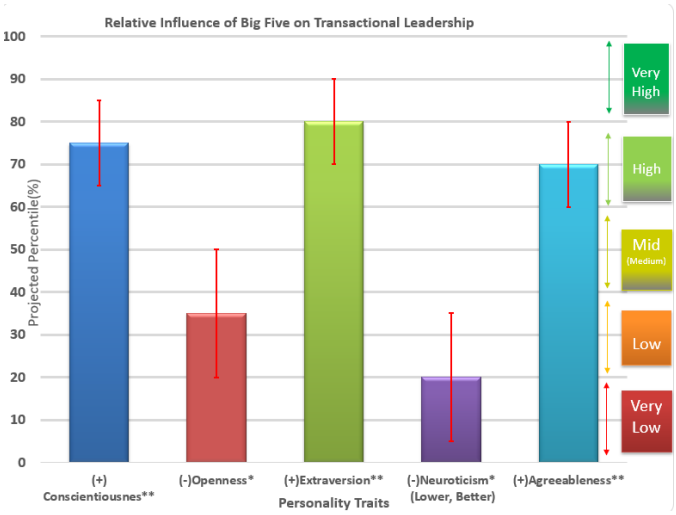


Figure 3. Big Five Traits and Transactional Leadership

The studies reveal that transactional leadership is most strongly linked to Extraversion, which shows the highest and medium–high positive correlation (r = .394*), making it the primary personality predictor. Conscientiousness is the next most relevant trait with a moderate positive correlation (r = .357**), whereas Agreeableness has a moderate but weaker positive relationship (r = .325**). Conversely, Neuroticism and Openness have weak negative correlations with transactional leadership (r ≈ −.16*), indicating that emotional instability and openness to new experiences are less compatible with the structured, rule-based,, and reward-focused nature of transactional leadership. These patterns support empirical findings that transactional leadership depends on control, compliance, and performance oversight rather than flexibility or emotional connection. (Simic & Ristic, 2017; Karlsen & Langvik, 2021).

This leadership makes a positive impact on performance stability, often linked to standardized rules. In healthcare, this leadership can benefit hospitals with clear systems of reward and punishment; this relationship creates consistent service in hospitals, leading to patient satisfaction (Sfantou et al., 2017; Specchia et al., 2021).

Nevertheless, when decision-making relies too heavily on transactional mechanisms, it may generate uncertainty, negatively affecting performance and job satisfaction (Specchia et al., 2021). This style is also associated with low adaptability in fast-changing healthcare environments (Bwalya, 2023).

3. Laissez-Faire

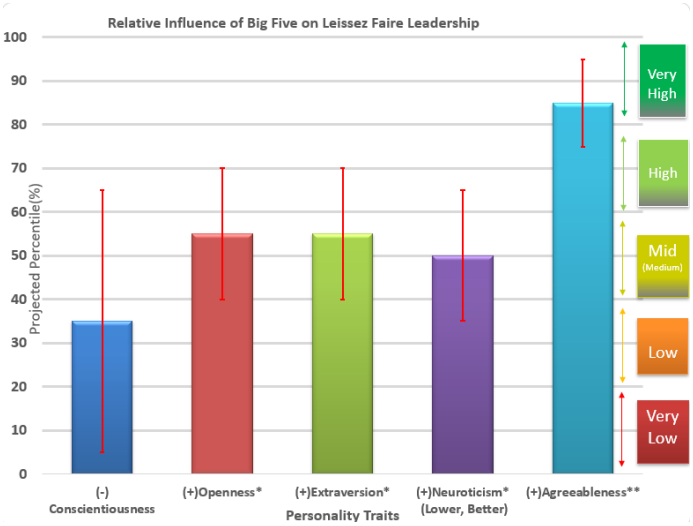


Figure 4. Big Five Traits and Laissez-Faire Leadership

Research indicates that laissez-faire leadership is most closely linked to Agreeableness, which shows a strong positive correlation and is the main personality predictor (r ≈ .34**). Openness is the next most important trait with a moderate positive link (r ≈ .29*), reflecting a tendency toward autonomy-supportive and non-interventionist leadership styles. Extraversion and Neuroticism also have moderate positive correlations with laissez-faire leadership (r ≈ .23*; r ≈ .15*, respectively), suggesting that social engagement and

emotional responsiveness can coexist with passive leadership tendencies. Conversely, Conscientiousness has weak and mostly negative associations, indicating that high task focus and self-discipline typically do not align with laissez-faire leadership. These results align with previous research emphasizing the passive and low-directiveness of laissez-faire leadership (Simic & Ristic, 2017; Avecillas et al., 2024).

The positivity about this leadership style adopts an independent approach, where leaders delegate authority and allow subordinates autonomy in decision-making while remaining accountable for results. Laissez-faire leadership can enhance creativity, innovation, and autonomy, making it effective in areas such as research or marketing (Sfantou et al., 2017; Bwalya, 2023).

However, in healthcare settings, laissez-faire leadership often correlates with negative outcomes, including poor procedural discipline, reduced patient safety, low loyalty, and weak trust between leaders and staff (Denier et al., 2019; Specchia et al., 2021; Buttigieg et al., 2023).

4. Servant

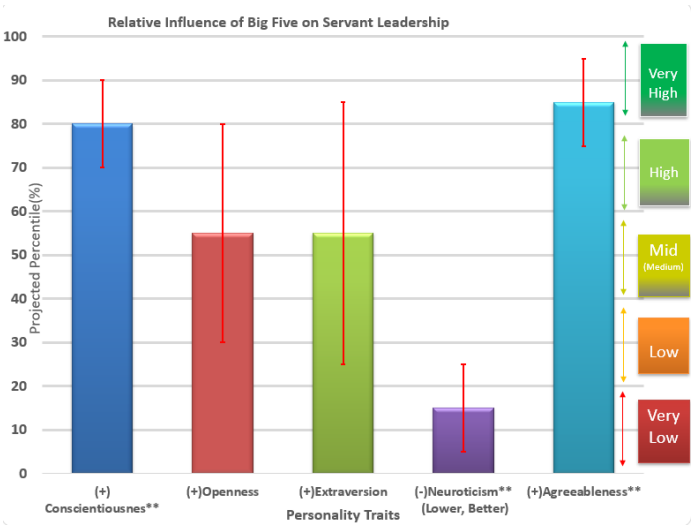


Figure 5. Relative Influence of Big Five on Servant Leadership

Servant leadership is most closely associated with Agreeableness, which shows the strongest positive link and underscores the importance of empathy, humility, and interpersonal concern in servant-focused leadership (β = .461**). Conscientiousness is the next most significant trait, with a strong positive correlation (β = .368**), emphasizing responsibility, moral integrity, and a commitment to service. Conversely, Neuroticism is negatively linked (β = −.372**), suggesting that emotional instability significantly hampers servant leadership behaviors. Extraversion and Openness have moderate positive correlations (β ≈ .24; β ≈ .22), indicating these traits play supportive but secondary roles in fostering relational engagement and flexible thinking within servant leadership models (Krekeler, 2010; Hunter et al., 2013; Hutapea, 2022).

Servant leadership creates a very positive organizational culture built on trust, respect, and open communication (Bwalya, 2023). In the healthcare or hospital world, this leadership style has a strong connection because it prioritizes the development and well-being of everyone. When successful, this leader is the last to take credit and the first to step forward when there are difficulties. (Denier et al., 2019; Demeke , 2024).

The side effects of this leadership style are that it takes a significant amount of time to gain trust. It is difficult to balance goals between individuals, teams, and the organization; decision-making is challenging because it involves considering many interests (Bwalya, 2023; Demeke , 2024).

5. Autocratic

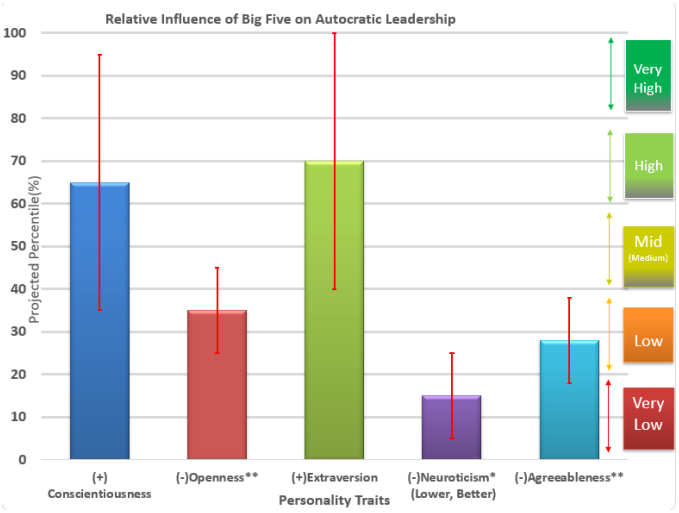


Figure 6. Big Five Traits and Autocratic Leadership.

Autocratic leadership is primarily characterized by low levels of Agreeableness, which emerges as the strongest negative personality predictor, reflecting reduced empathy and interpersonal sensitivity (d ≈ -0.51**). Openness also shows a pronounced negative association, indicating that resistance to novelty and alternative perspectives is closely linked to autocratic tendencies (r = −0.44**). Neuroticism demonstrates a moderate negative relationship (d ≈ 0.48*), suggesting that emotional instability may further reinforce rigid and controlling leadership behaviors. In contrast, Extraversion and Conscientiousness exhibit small to moderate positive associations (d ≈ 0.30; d ≈ 0.22), implying that assertiveness and task orientation may support autocratic leadership when coupled with low relational and cognitive flexibility. These patterns are consistent with evidence portraying autocratic leadership as directive, control-oriented, and low in participative engagement (Nai & Toros, 2020; Bertsch et al., 2017).

Autocratic leadership features a clear and firm stance, strong personality, and rapid decision-making—traits often valued in high-pressure hospital contexts (Denier et al., 2019). This leadership can allow employees to focus on tasks without confusion about collective

decision-making (Archana et al., 2023). It is particularly effective in units that require quick, decisive action, such as emergency departments (Sfantou et al., 2017).

Nonetheless, many studies identify autocratic leadership as the least desired among hospital employees due to its negative effects on morale and motivation (Firdaus & Surbakti, 2020; Specchia et al., 2021; Buttigieg et al., 2023). It is associated with decreased patient safety, lower satisfaction, and disengaged employees (Bwalya, 2023).

6. Democratic

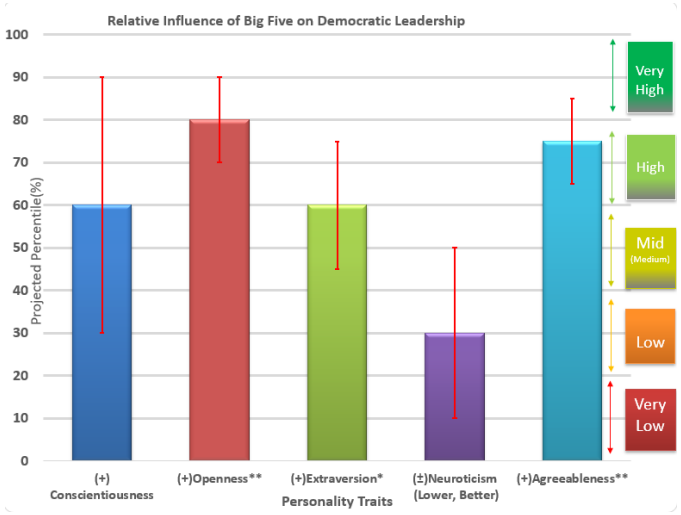


Figure 7. Big Five Traits and Democratic Leadership.

Democratic leadership is most strongly associated with Openness, indicating the importance of cognitive flexibility and receptiveness to diverse viewpoints ($r \approx .69^{**}$). Agreeableness follows as the second priority trait with a positive and moderate-to-high association ($r \approx .67^{**}$), which emerges as the primary personality predictor and reflects the central role of cooperation, trust, and interpersonal sensitivity in participative decision-making. Extraversion demonstrates a moderate positive relationship ($r = .21^{*}$), supporting its role in facilitating communication and group engagement. In contrast, Conscientiousness shows mixed and generally weak associations, while Neuroticism exhibits no significant relationship, suggesting that emotional instability does not systematically predict democratic leadership behaviors. These patterns are consistent with prior findings highlighting democratic leadership as inclusive, dialog-oriented, and collaborative in nature (Bertsch et al., 2017; Benoliel & Somech, 2014; Hassan et al., 2016)

Democratic leadership encourages participation and collective responsibility in decision-making, fostering togetherness and collaboration within hospital management (Denier et al., 2019). This inclusiveness can improve patient safety and organizational performance (Buttigieg et al., 2023).

However, democratic leadership also has drawbacks, such as slower decision-making and the potential for conflict when multiple opinions diverge (Firdaus & Surbakti, 2020). In urgent hospital situations, this can delay the timely execution of necessary actions.

7. Coaching

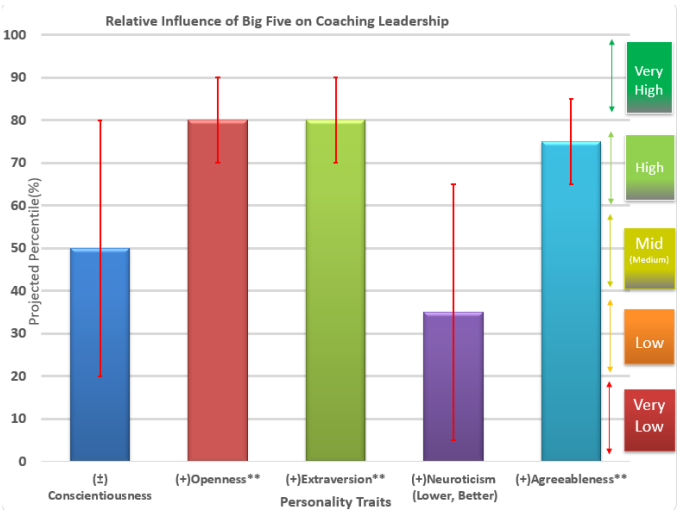


Figure 8. Big Five Traits and Coaching Leadership.

Coaching leadership, particularly the inspirational motivation component, is most strongly associated with Openness, which emerges as the primary personality predictor and demonstrates a high positive correlation ($r \approx .19^{**}$). Extraversion follows as the second priority trait with a strong positive relationship ($r \approx .18^{**}$), reflecting the importance of enthusiasm, communication, and motivational expressiveness. Agreeableness shows a moderate-to-high positive association ($r \approx .15^{**}$), indicating the role of empathy and interpersonal support in coaching-oriented leadership. In contrast, Conscientiousness exhibits a small negative relationship ($r \approx -.11$), while Neuroticism shows only a weak and negligible positive association ($r \approx .02$), suggesting limited relevance to inspirational coaching behaviors. These findings align with prior evidence emphasizing coaching leadership as future-oriented, motivational, and relationship-centered rather than rule-bound or emotionally reactive (Hassan et al., 2016; Deinert et al., 2015).

This leadership style involves a leader who adopts a training and guiding approach to the team for the same goals. A unique characteristic of this style is constant feedback and clear two-way communication evaluation, with shared views and parallel objectives between leaders and employees (Hu et al, 2024).

However, the weakness of this leadership style is that it takes a long time to implement, requires lengthy discussions, and is not suitable for environments that need quick action, such as the ER (Specchia et al., 2021, Hu et al, 2024).

8. Visionary

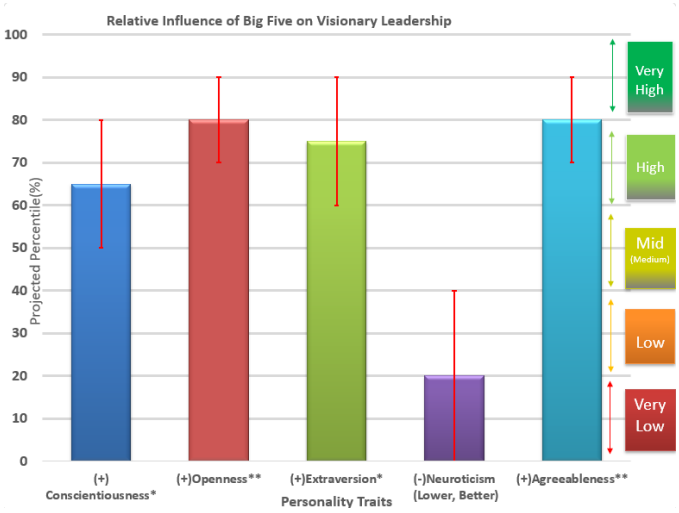


Figure 9. Big Five Traits and Visionary Leadership.

Visionary leadership, especially the idealized influence aspect, is most closely linked to Agreeableness, which stands out as the key personality factor with a strong positive correlation ($r \approx .20^{**}$). Openness ranks as the second most important trait, showing a moderate to high positive correlation ($r \approx .14^{**}$), underscoring the significance of cognitive openness and a value-driven approach to vision development. Extraversion also exhibits a moderate to high positive relationship ($r \approx .19^{*}$), supporting its contribution to charismatic leadership and social influence. Conversely, Conscientiousness shows a weak positive connection ($r \approx .08^{*}$), while Neuroticism has a weak negative association ($r \approx -.03$), suggesting limited relevance to idealized, value-centered leadership behaviors. These findings are consistent with previous research highlighting visionary leadership as principled, forward-looking, and inspiring, rather than rule-based or emotionally reactive (Hassan et al., 2016; Deinert et al., 2015).

Visionary leadership has a long-term vision and translates it into daily activities, inspiring staff to follow the leader's vision(Bwalya, 2023). In the hospital environment, this leadership is very crucial in making decisions for the well-being of employees and overall service. (Firdaus & Surbakti, 2020)

The negative effect of this leadership type is that the leader has a high stress level due to frequent discrepancies between their vision in thought and reality on the ground. The high dependence on the leader's goals also impacts and potentially causes staff to fail to adapt to the standards and ideals of a visionary leader (Firdaus & Surbakti, 2020).

9. Authentic

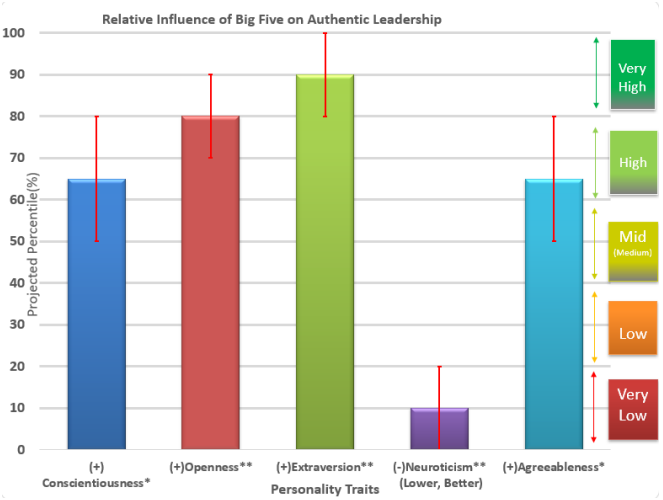


Figure 10. Big Five Traits and Authentic Leadership.

Authentic leadership is most closely linked to Extraversion, serving as the key personality predictor with a strong positive correlation ($\beta = .24^{**}$). This underscores the importance of openness for self-expression and transparent communication. Openness is the next most significant trait with a notable positive relationship ($\beta = .22^{**}$), emphasizing self-awareness, cognitive flexibility, and aligning values as vital components of authentic leadership. Conversely, Neuroticism has a strong negative correlation ($\beta = -.22^{**}$), suggesting that emotional instability greatly hampers authenticity in leadership. Agreeableness and Conscientiousness show moderate positive links ($\beta \approx .14^{*}$; $\beta \approx .11^{*}$), indicating they play supportive but secondary roles in building trustworthiness and consistent behavior. These results align with research highlighting authentic leadership as rooted in emotional regulation, self-congruence, and relational transparency (Shahzad et al., 2020; Hassan et al., 2016; Chan et al., 2015).

Authentic leadership improves individual and team outcome such as work engagement, and satisfaction of subordinates toward their leader (Shahzad et al., 2020). In healthcare setting, this leadership builds trust among colleagues because it fosters an ethical climate through transparency of information (Shahzad et al., 2020).

Has been said that authentic leadership style also has negative effects, such as emotional cost and leader vulnerability. Transparency and emotional cognitive demand on leaders tend to make this type burn out (Shahzad et al., 2020). There is also reported concern about pseudo-authenticity, meaning a leader pretends to be like authentic but hiding some malicious intent (Deinert et al., 2015).

10. Ethical

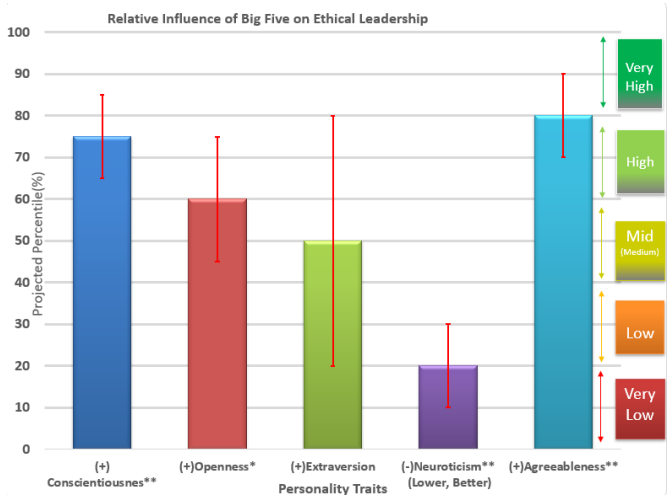


Figure 11. Big Five Traits and Authentic Leadership

Ethical leadership is most closely linked to Agreeableness, which stands out as the main personality predictor, showing a strong positive correlation ($r \approx .41$*). This highlights the significance of empathy, fairness, and concern for others in ethical decision-making. Neuroticism is the next most influential trait but negatively associated ($r \approx -.34$**), suggesting that emotional instability significantly hampers ethical leadership behaviors. Conscientiousness also has a strong positive link ($r \approx .26$**), emphasizing the importance of responsibility, self-discipline, and rule-following in ethical conduct. Openness shows a moderate positive correlation ($r \approx .18$*), implying it supports moral reasoning and openness to ethical viewpoints. Conversely, Extraversion has only a weak positive relationship ($r \approx .11$), indicating it has limited relevance to ethical leadership. These results are consistent with previous evidence portraying ethical leadership as driven by values, self-regulation, and relational qualities rather than assertiveness. (Özbağ, 2016; Deinert et al., 2015).

This leadership style has many effects on enhancing trust and psychological safety regarding patient safety. High standards of moral meaning, staff have the psychological safety to discuss mistakes in patient safety. This safe psychological feeling creates a learning culture that enhances patient safety (Deinert et al., 2015; Denier et al., 2019).

Ethical leadership sometimes includes transactional enforcement because of the high standard setting implied by the leader. This can be perceived as controlling and may undermine autonomy (Özbağ, 2016).

11. Situational

Relationship between personality type and situational leadership is poorly understood and understudies. Thus this studies cannot conclude the relationship, but this leadership style is unique theory and interesting to studied.

This leadership theory emphasizes that a leader cannot use a single style. The necessity to adapt to subordinate maturity is the strength of this situational leadership style. The benefit of this style has been reported from various studies, such as increasing clinical skills among nurses, improving patient satisfaction and safety, especially adapting to changing business strategy in hospital settings (Alsaqqa, 2020; Specchia et al., 2021; J. Y. Kang et al., 2023).

Constantly assessing and adapting to individual staff or groups can be time-consuming. It also has complexity and potential inconsistency when situational leadership is applied to an organization (Bwalya, 2023).

4.2 Big Five Trait and Organizational Outcomes

Personality type relationships have a significant influence in the hospital world on factors such as job satisfaction, motivation, and psychological contact (Barlian, 2014)... The impact of each big five trait on organizational outcomes were as follows:

a. Conscientiousness
   This personality type reflects an achievement-oriented attitude, good emotional control, adherence to correct rules, and consistent character. A high score in this personality trait has positive impacts such as compliance with health protocols, a systematic approach to services, and good decision-making under high stress. (Ali et al., 2025). It also reported that a person with high conscientiousness is also resilient to job burnout (Angelini, 2023). Negative impacts of this type include a tendency to be perfectionistic, difficulty trusting unless there is evidence, and difficulty adapting to situations that require quick decisions (Louwen et al., 2023).
b. Openness
   This personality reflects openness to ideas and approaches from various situations. It is suitable for situations that require creativity, high curiosity, and high adaptability. Positive impacts in the healthcare field include the ability to handle patients with high complexity, strong personal development, and high levels of teamwork, innovation, and resilience to burnout. (Angelini, 2023; Ali et al., 2025). Negative effects on this personality often include frustration with strict rules under bureaucratic leadership styles, having creative solutions but frequently not understood by others, and having low potential for following routines (Louwen et al., 2023).
c. Extraversion
   Extraversion personality is related to social habits, high energy levels, and strong social motivation. In the healthcare field, this personality type has good concentration in complex procedures, works well with patients, and manages stress effectively (Angelini, 2023;

Ali et al., 2025). The negative impact on this personality is too dominant during team discussions, increasing the risk of hasty decisions and difficulty in individual tasks that require high concentration and attention to detail. (Louwen et al., 2023).

d. Neuroticism
Neuroticism is related to emotional stability and the tendency to experience negative emotions such as anxiety, anger, depression, and vulnerability. In the health field, low neuroticism indicates high advantages in professional competence, such as high stress resilience and calmness during emergencies (Angelini, 2023; Ali et al., 2025). The negative effects on this personality are usually less able to understand or tolerate employees with low stress levels when combined with low openness; neuroticism has a poor understanding of patients experiencing pain. (Louwen et al., 2023).

e. Agreeableness
This personality trait is usually characterized by a desire to maintain harmony within the team and to uphold team cooperation. In the hospital healthcare environment, this personality can work well within a team, cares about the well-being of the team, and easily trusts colleagues (Angelini, 2023; Ali et al., 2025). However, the negative effects on this personality include emotional exhaustion from prioritizing others over oneself, difficulty in resolving disagreements, and being easily manipulated. (Louwen et al., 2023).

5. Discussion and Conclusion

Multiple studies have found many correlation between personality type and leadership style. Every combination described by multiple levels of each trait combination provides the probability of a specific leadership style. Many studies found that leadership style assessment can be misleading because it is assessed by a self-assessment method and it measures how effective the person is (Karlsen & Langvik, 2021). Unlike leadership style assessment, the Big Five assessment does not measure performance but rather profiles a leader's unconscious traits, resulting in less biased self-assessment (Ensari et al., 2020). This results an outcome can be differ than what organization hope for. But with this literature review, we compile much information on different combinations of traits that can result in different leadership styles.

This review found that extraversion and openness are strong predictors of transformational leadership. Individuals who have open mind for various perspectives and new challenges motivate others to go further than current status. Extraverted people are naturally social, confident, and energetic. This allows them to engage frequently with followers, build strong relationships, and influence others. Their enthusiasm and confidence are key to inspiring followers with a vision, a core component of transformational leadership. (Sollie, 2022; Kao, 2023). With regard to openness, this trait is characterized by a willingness to be creative, try new things, and explore new ideas. Open-minded leaders encourage followers to be innovative and think outside the box, which directly relates to the "intellectual stimulation" dimension of transformational leadership (Judge & Bono, 2000; Díaz-Fúnez, 2021).

In contrast, this review found that individuals with high scores in neuroticism are unlikely to exhibit transformational leadership behaviors. This is due to their tendency for negative emotions, anxiety, and a lack of self-confidence, which hinders their ability to inspire and build trust with followers. They may be too anxious or pessimistic to undertake the significant change efforts that transformational leadership requires (Simic & Ristic, 2017).

Meanwhile, conscientiousness is positively correlated with both transformational and transactional leadership, with a slightly higher correlation for transactional leadership. The difference between this leadership is in the openness trait, which is high in transformational and low in transactional. This finding is in disagreement with a previous study by Judge & Bono (2000), who argued that conscientiousness is not correlated with transformational leadership. However, this finding is consistent with a study of Avecillas et al. (2024), which stated that conscientiousness is a consistent predictor and this trait will positively result in both transformational and transactional leadership.

Agreeableness is associated with servant and laissez-faire leadership styles. Agreeableness correlates with servant and laissez-faire leadership because the trait's core characteristics—empathy, warmth, trustworthiness, and collaboration—align with the human-centered approach of servant leadership and the hands-off delegation of laissez-faire leadership. The difference between these two leadership styles is that servant leadership usually has high conscientiousness, but laissez-faire has low conscientiousness. Agreeable leaders foster positive environments, which support the employee-focused ethos of servant leadership, while their trust in others enables them to give employees freedom to make decisions in a laissez-faire style.(Blake et al., 2022; Hassan et al., 2016).

This review concludes that the five dimensions of the Big Five personality type play an important role in predicting leadership styles in organizations, especially in hospitals. Generally, based on various studies in the healthcare field, hospital organizations tend to prefer transformational, visionary, and authentic leadership styles. These styles are associated with personality types that are high in extraversion, high in openness, and low in neuroticism (emotional stability), which tend to improve hospital performance. Conversely, the leadership styles most avoided, according to various studies, are laissez-faire and autocratic, as they pose risks of causing conflicts. While autocratic leaders are often perceived by followers as low in openness and agreeable, laissez-faire leaders are high in agreeable and moderate in openness but low in conscientiousness and

medium in neuroticism, which means they tend to be unable to handle stress situations.

Previous literature review by Layli (2025) is reviewed briefly compared to this literature review, thus creating short but useful information. This review discusses more deeply and provides information so the reader can understand the relationship between personality and leadership style more broadly.

Theoretically, personality is more consistent and less biased than leadership style assessment. Many studies agree that a desirable leadership style can be projected by personality type assessment (Deinert et al, 2015; Shahzad et al, 2020). Some literature suggests personality is more strongly influential on organizational culture than leadership style. Further studies are needed to strengthen this argument (Schein & Schein, 2017).

The practical implications of this study can be used for selecting leaders to desirable traits, like in the emergency room, where an autocratic leader is needed for faster decision making (Denier et al, 2019), while in top management, transformational, authentic, and visionary leaders are the most influential leaders, so the organization can develop more successfully (Sfantou et al, 2017, Shahzad et al, 2020). Other leadership styles, such as servant and coaching leadership, are evidently suitable for human resource or unit leaders, as they can effectively teach their subordinates and are often preferred for their warm, caring qualities. Meanwhile, accountants or cashiers can benefit from ethical leadership, which involves high conscientiousness and usually reflects a strong sense of responsibility in managing organizations or hospitals' finances.

The lack of a clear definition of leadership style is often confusing. For example, transformational, visionary, democratic, and authentic styles all have some degree of overlap. Transformational style has also been studied more frequently than other leadership styles. Some studies argue that transformational leadership has sub-dimensions, such as authenticity and visionary elements, that are not clearly distinguishable and sometimes overlap (Chen et al., 2018).

This review clearly shows that five dimensions of the Big Five traits are somewhat narrow, making it difficult to distinguish leadership types in some cases (Judge et al., 2002). The Big Five also have variations that enhance the assessment tools for each trait, such as IPIP-NEO 120, which includes six facets for each trait (Maples et al., 2014). The limited research and studies on this broader personality framework also contribute to the difficulty in distinguishing between different leadership styles.

Researchers also argue that the difficulty in distinguishing leadership styles indicates that each person has multiple leadership styles. The situational leadership style is one theory that suggests a person has different leadership methods for various situations (Mahapatra & Jain, 2023). A lack of studies linking situational leadership styles with personality types is one of the issues in this research.

Limited research on personality types and leadership styles presents both a challenge and an opportunity for advancing healthcare organizations and hospitals in this dynamic era. The opportunity to explore the compatibility between personality types and leadership styles has not been thoroughly studied. Personality assessment is important for determining the most effective leadership style at all levels in hospitals and serves as a key pillar for organizations aiming for service effectiveness and organizational development. Strengthening staff retention is both achievable and necessary for the resilience of healthcare systems.

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